State of Washington
Department of Licensing

Human Resource Management Report

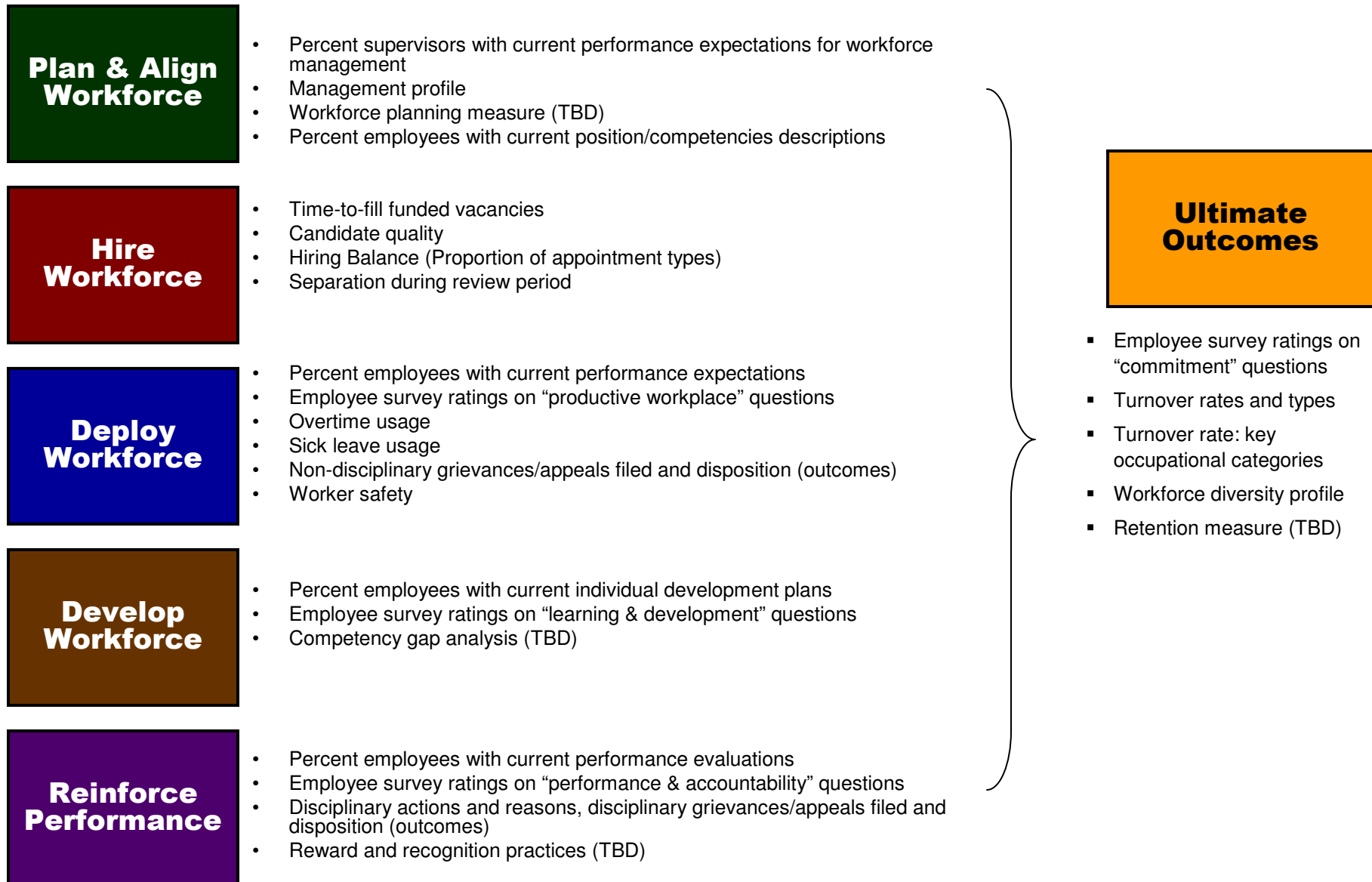|		
	Plan & Align Workforce	
Hire Workforce	Deploy Workforce	Reinforce Performance
	Develop Workforce	
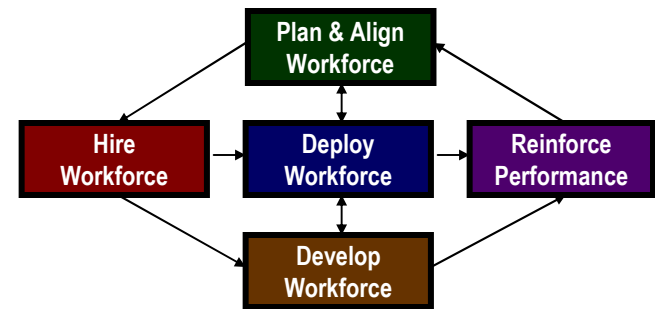
October 2007

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	Ultimate Outcomes
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & performance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Deploy Workforce	Work assignments & requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in development opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

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Plan & Align Workforce

Workforce Management Expectations

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

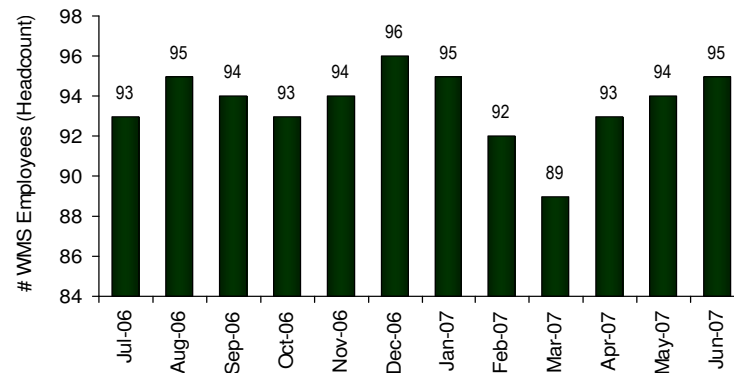Percent employees with current position/ competency descriptions

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Percent supervisors with current performance expectations for workforce management = 100%

Total # of supervisors with current performance expectations for workforce management = 233

Total # of supervisors = 233

Core expectations applicable to all DOL supervisors and managers

• Understand and communicate the vision, mission and values of the organization.

• Provide for the meaningful involvement of others in the workplace and foster team spirit.

• Engage in effective problem solving and quality decision-making.

• Promote service delivery and customer focus.

• Build and maintain effective relationships.

• Apply effective human resource management practices, including, but not limited to, hiring, monitoring, developing, and providing performance feedback.

• Make a difference.

Data as of 6/2007
Source: DOL Human Resources Office

Analysis:

- Workforce management expectations were first provided to all supervisors via email from the agency Director.

- Subsequently, agency leadership core competencies and expectations were developed which included workforce management expectations.

- These competencies form the foundation of the DOL Leadership Level 1 and 2 curricula which all supervisors are required to take within three years of becoming a supervisor.

- Leadership core competencies have also been embedded into the Supervisor Performance and Development Plan document to ensure that all leaders are evaluated on their workforce management skills.

- A series of half-day workshops on leadership was developed for agency leaders who wished to further explore various aspects of leadership. The forums were facilitated by members of the Executive Leadership Team.

- A Leadership Topic of the month is provided to agency supervisors via the Intranet. Each topic includes a discussion guide for supervisors to use with their staff.

Action Steps:

- Continue on current course.

Management Profile

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

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WMS Employees Headcount = 95

Percent of agency workforce that is WMS = 7.4%

Managers* Headcount = 111

Percent of agency workforce that is Managers* = 8.6%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Washington Management Service Headcount Trend

Month	# WMS Employees
Jul-06	93
Aug-06	95
Sep-06	94
Oct-06	93
Nov-06	94
Dec-06	96
Jan-07	95
Feb-07	92
Mar-07	89
Apr-07	93
May-07	94
Jun-07	95

WMS Management Type

Management 77%
Consultant 19%
Policy 4%
Slice 4 0%

Management	73
Consultant	18
Policy	4

Analysis:

- Last biennium's mid-management reduction targets were met, and a new base percentage of 7.8% WMS was set by DOP.

Action Steps:

- Continue to review management positions to ensure proper inclusion and evaluation.
- Implement full agency classification plan review during 07-09 biennium to ensure that all non-management work is appropriately classified and compensated within the Washington General Service.

Data as of 6/ 2007
Source: HRMS/BW

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Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 99%*

Total # of employees with current position/competency descriptions* = 1152

Total # of employees* = 1160

*Applies to employees in permanent positions, both WMS & GS

Percent of Updated Position Descriptions by Division

Analysis:

- The act of asking for the data on a regular basis has caused the completion rate to increase dramatically.

- Positions are not posted without an updated position description and job analysis.

- The Job Analysis form was recently modified to more easily and accurately capture required and desired competencies.

Action Steps:

- Review Job Analyses as they come in for quality.

- Reformat and expand our Job Analysis / Position Description writing class for Leadership Level 1 training series.

- Continue to provide assistance to supervisors on completion of the Position Description and Job Analysis forms.

Data as of 6/2007
Source: DOL Human Resources Office

Hire Workforce

Time-to-fill / Candidate Quality

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

**Performance Measures**

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies

Average number of days to fill*: 68 Calendar Days

Number of vacancies filled: 173

*Equals # of days from creation of the requisition to job offer acceptance

Time Period: 01/01/2007 – 08/15/2007

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

　　Number = [XXX]　Percentage = [XXX]

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

　　Hiring managers indicating "yes":

　　　　Number = [XXX]　Percentage = [XXX]

　　Hiring managers indicating "no":

　　　　Number = [XXX]　　Percentage = [XXX]

Time Period: [mm/dd/yyyy – mm/dd/yyyy]

No Data Available

Analysis:

- DOL does not use E-recruiting to maintain time-to-fill statistics.

- Count for the average number of days begins from the time HR receives paperwork to request recruitment.

- It takes HR an average of **13.5** days to process paperwork and prepare recruitment announcement for posting on E-recruiting.

- Our announcements are open for **8.4** days on an average.

- It takes the Recruitment Team an average of **8.5** days to screen applicants in order to certify eligible candidates to the hiring manager.

- The majority of our time to fill is spent from the time a recruitment is certified to the time a new employee starts work with DOL, an average of **37.6** days. SAP only allows for state employee movement into the agency on the first and sixteenth of each month, which also adds to the time gathered for this statistic.

Action Steps:

- Conduct process improvement efforts within the HR office to reduce number of days spent processing paperwork and preparing announcement.

- Employ a mechanism to track dates that positions are offered rather than start date of employee to improve accuracy of data.

- Survey hiring managers for Candidate Quality information.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Types of Appointments

- New Hires, 102
- Promotions, 96
- Transfers, 30
- Exempt, 19
- Other, 6
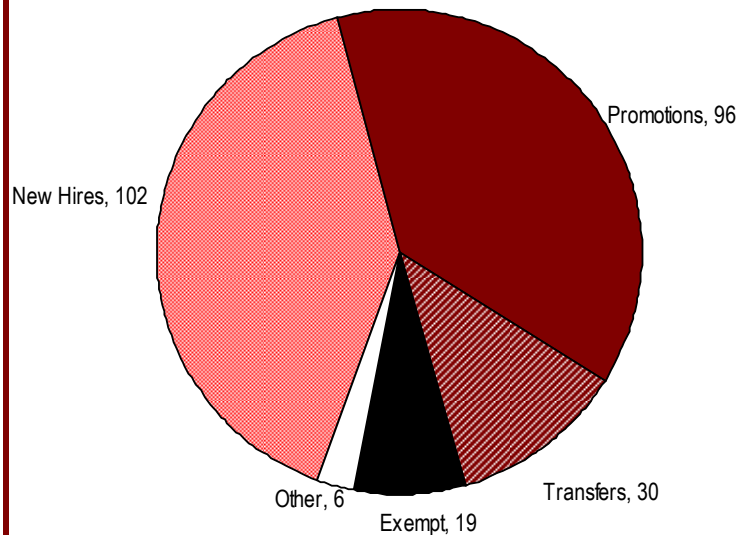
Total number of appointments = 253*
Time period =7/2006 through 6/2007
Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Separation During Review Period

Probationary separations - Voluntary	8
Probationary separations - Involuntary	10
Total Probationary Separations	*18*
Trial Service separations - Voluntary	5
Trial Service separations - Involuntary	0
Total Trial Service Separations	*5*
Total Separations During Review Period	**23**

Time period = 7/2006 through 6/2007

Analysis:

- The ratio of new hires to promotions is well balanced and reflects the proportion of entry-level positions to higher level jobs.

- The agency has provided extensive training and consultation to hiring supervisors regarding the selection process. Competencies, skills, and abilities are identified at the front of the process and selection methods are developed to best evaluate those skills. This work up-front should result in the hiring of high quality candidates.

- Where good job matches have failed, probationary separations are happening (8 voluntary separations, plus 4 of the 10 involuntary).

- Where inappropriate behavior in new hires is happening, supervisors are using the probationary period appropriately and separating these employees. (6 of 10 involuntary separations were for misconduct).

Action Steps:

- Ensure that managers are conducting thorough reference checks and providing realistic job previews during the interview/selection process.

- Implement candidate evaluation process along with a long-term follow-up to better determine whether recruitment and selection processes are providing outstanding employees.

Data as of 6/2007
Source: HRMS/BW

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Deploy Workforce

Current Performance Expectations

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

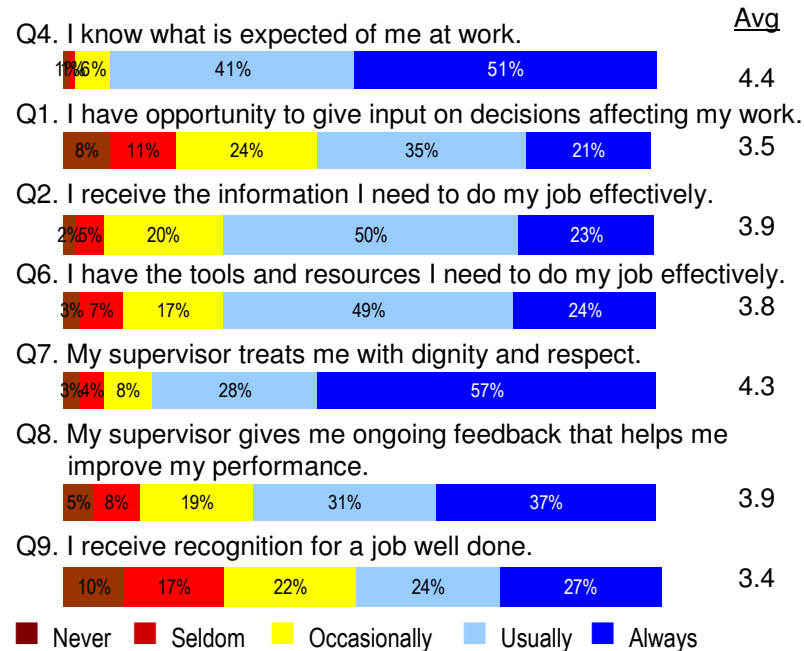Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Percent employees with current performance expectations = 92%*

Total # of employees with current performance expectations* = 1115

Total # of employees* = 1212

*Applies to employees in permanent positions, both WMS & General Service

2006 Employee Expectations Complete
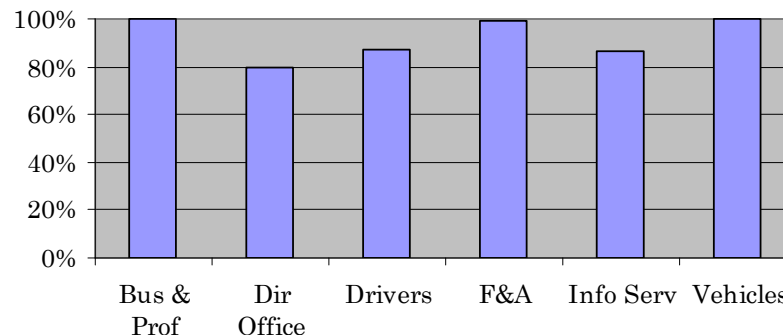
Analysis:

- This data reflects the second year that all evaluations were due in the 90-day period of September through November. This has greatly increased our completion rate.

- This year's evaluations are due November 30, 2007. The Director has established the expectation that all supervisors' evaluations will include comments regarding their efforts toward completion of their staffs' evaluations.

- Expectations for the new year are typically completed at the time the performance evaluation is completed. Those areas where the senior leaders are highly committed to their completion are the areas where they're getting done.

Action Steps:

- Begin using new HRMS tracking system to ensure that new employee planning documents are completed.

- Continue stressing the importance of setting, reviewing, and assessing performance expectations for all staff.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Employee Survey "Productive Workplace" Ratings

Avg

Q4. I know what is expected of me at work.

| 1% 1% 6% | 41% | 51% |

4.4

Q1. I have opportunity to give input on decisions affecting my work.

| 8% | 11% | 24% | 35% | 21% |

3.5

Q2. I receive the information I need to do my job effectively.

| 2% 5% | 20% | 50% | 23% |

3.9

Q6. I have the tools and resources I need to do my job effectively.

| 3% 7% | 17% | 49% | 24% |

3.8

Q7. My supervisor treats me with dignity and respect.

| 3% 4% | 8% | 28% | 57% |

4.3

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 5% | 8% | 19% | 31% | 37% |

3.9

Q9. I receive recognition for a job well done.

| 10% | 17% | 22% | 24% | 27% |

3.4

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for Productive Workplace Ratings: 3.9

Analysis:

- Efforts over the last two years stressing the importance of quality performance plans and sound human resource management is paying off.

Action Steps:

- Continue to emphasize in leadership training the importance of establishing expectations, goals and performance standards.

- In leadership classes participants discuss the importance of connecting with employees, showing appreciation and praise where appropriate for their work.

- Human Resource staff is beginning to meet with division teams and facilitate discussions about recognition. One division established a recognition task force.

- A logic model was developed for use by supervisors in linking the work of the employee to agency success and public safety.

Data as of 3/2006
Source: DOL Human Resources Office

Overtime Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Average Overtime (per capita) *
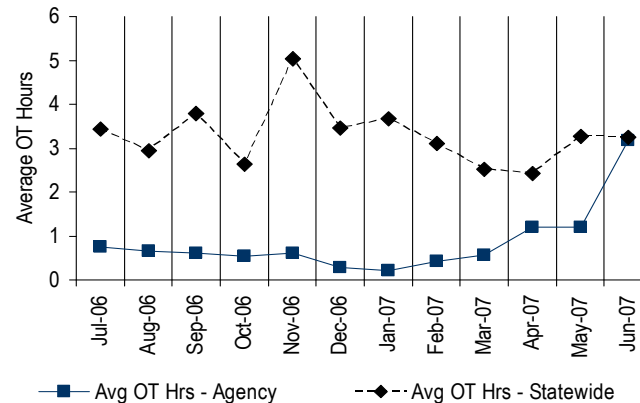
Overall agency avg overtime usage – per capita, per month: 85.42**

*Statewide overtime values do not include DNR
**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages divided by number of months

Average Overtime LSR vs. Other DOL
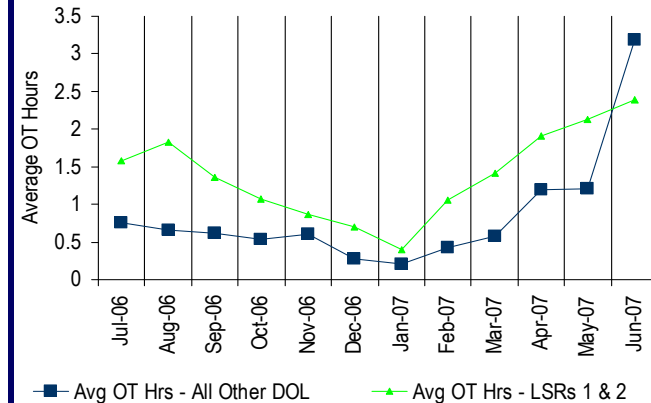
% Employees Receiving Overtime *
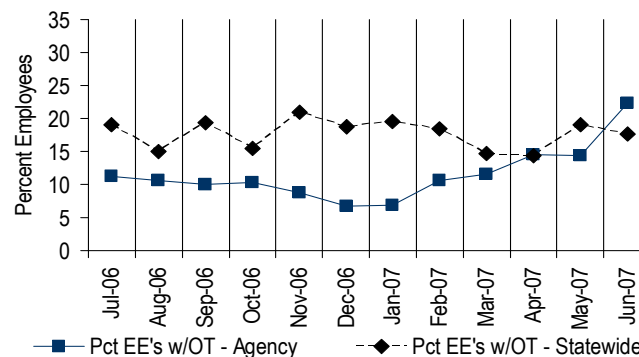
Overall agency avg employees receiving overtime per month: 11.48%**

*Statewide overtime values do not include DNR
**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages divided by number of months

% EEs Receiving Overtime - LSR vs. Other DOL
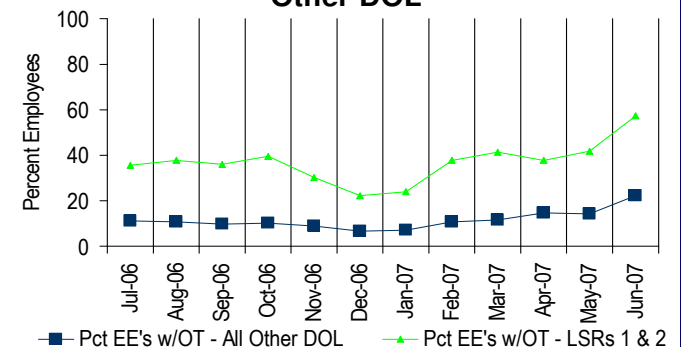
See analysis on next slide

Data as of 6/2007
Source: HRMS/BW

Overtime Cost - Agency

Month	Cost
Jun-07	$100,487
May-07	$36,719
Apr-07	$39,231
Mar-07	$17,953
Feb-07	$15,065
Jan-07	$6,719
Dec-06	$9,554
Nov-06	$18,696
Oct-06	$18,820
Sep-06	$21,428
Aug-06	$19,741
Jul-06	$24,788
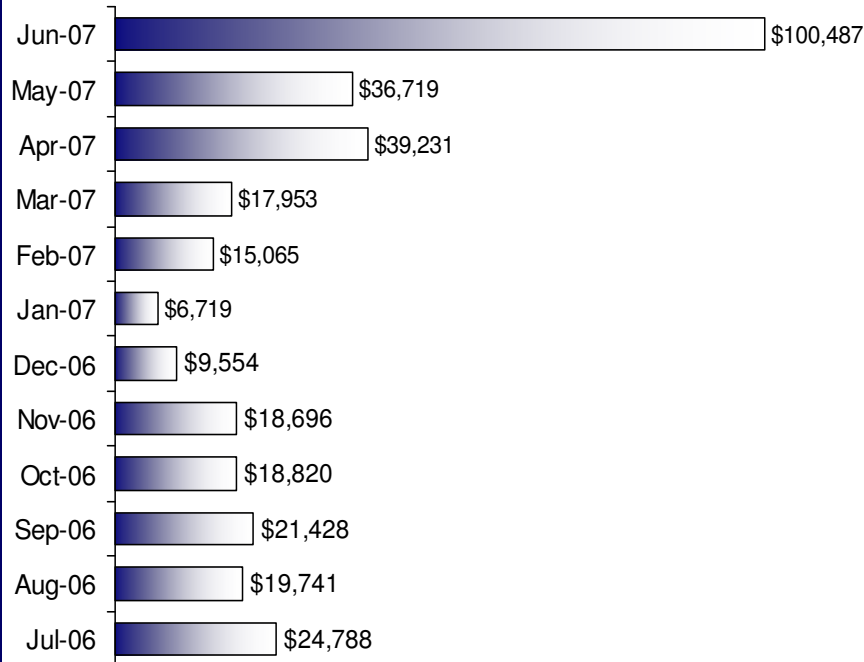
Analysis:

- In general, overtime is well within acceptable parameters.
- The large spike beginning in April and peaking in June was caused by one of our largest processing sections, as they used end of biennium funds to work down backlogs.
- On average, 63% of the overtime is being worked by our driver licensing field employees, Licensing Services Representatives 1 and 2.
- LSRs often work small segments of overtime to ensure customers are served at the end of the day. Although LSRs do adjust shifts when possible, because of staffing shortages, they have been unable to flex workweeks to avoid overtime.
- During the summer months, due to higher than usual volumes, offices have conducted drive tests on Saturdays or Mondays when the offices are usually closed.
- Statewide in-service training also impacted overtime costs in the fall.

Action Steps:

- We are putting on a swing shift for six months to address backlogs in Driver Records.
- Ensure field offices are staffed to funded levels.
- Flex employee time within workweeks where possible.
- Hire additional on-call employees where needed during summer months to supplement drive testing.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

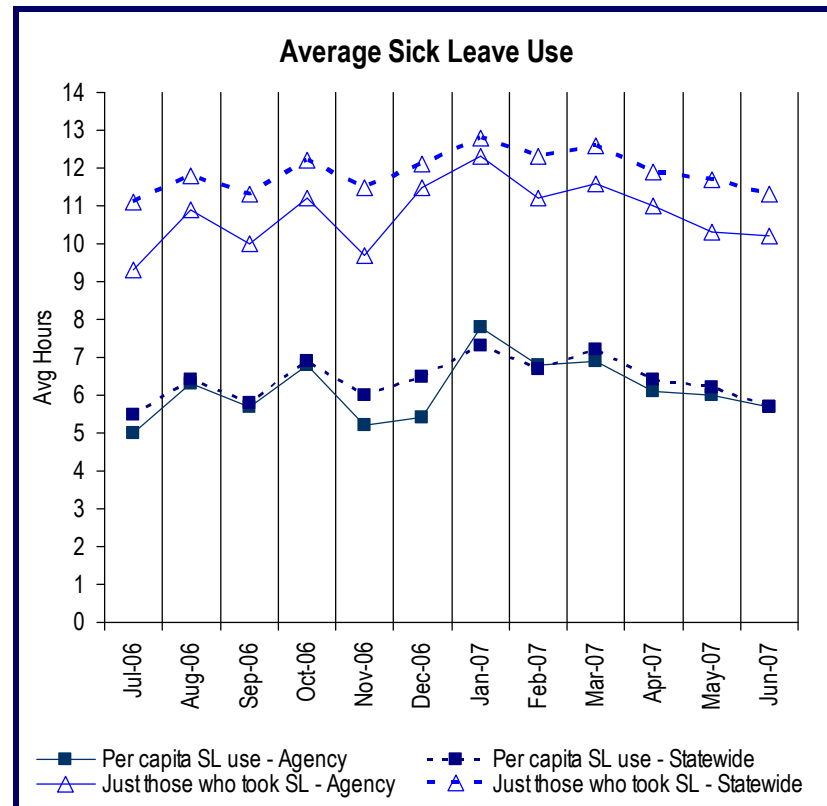Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Average Sick Leave Use

Legend:
- ■— Per capita SL use - Agency
- ■- - Per capita SL use - Statewide
- △— Just those who took SL - Agency
- △- - Just those who took SL - Statewide

Analysis:

- DOL remains slightly below the statewide average in sick leave use per capita and considerably lower in sick leave use for those who used sick leave.

- Of the total 1257 employees employed during this reporting period, only 33% took more sick leave than they accrued which accounted for 60% of the total leave used.

- The remaining 67% of agency employees used an average of only 3.6 hours per month, which is well within an acceptable range.

- Of the sick leave used, 66% was used for personal illness or injury, while 16% was used for preventative care. This is an increase of two (2) percentage points over the last reporting period.

Action Steps:

- Implement agency wellness program targeted at promoting healthy lifestyle choices.

- Develop a sick leave use education program for staff and managers that focuses on the responsible use of sick leave.

- Develop reporting tools to assist supervisors in the review and analysis of leave use.

- Continue to collaborate with like organizations on best practices and strategies to reduce sick leave use.

- By December 2007, shift 3% of sick leave use from personal illness to preventative care. This represents approximately 1250 hours of sick leave.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
6.2 Hrs	**80.2**%	6.4 Hrs	82.5%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
10.8 Hrs	**136.2**%	11.9 Hrs	148.4%

Sick Leave time period = 7/2006 through 6/2007

* Statewide data does not include DOL, DOR, L&I, and LCB
Source: DOL HR Café System

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

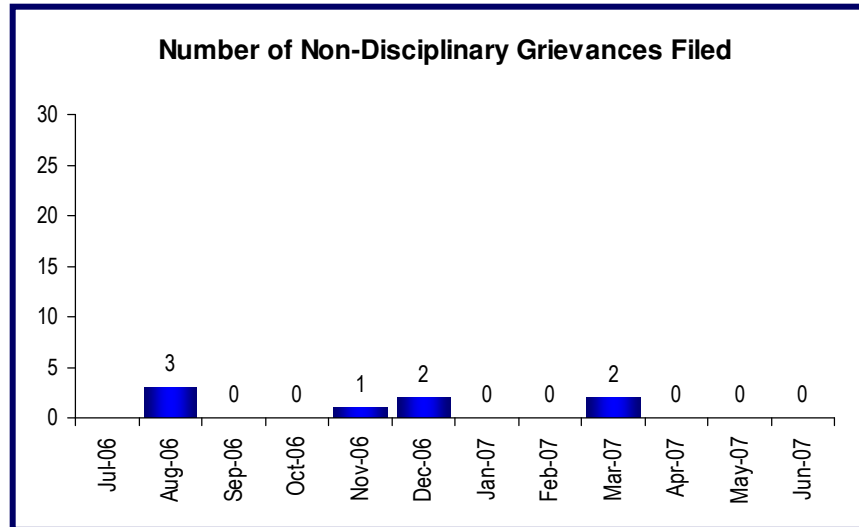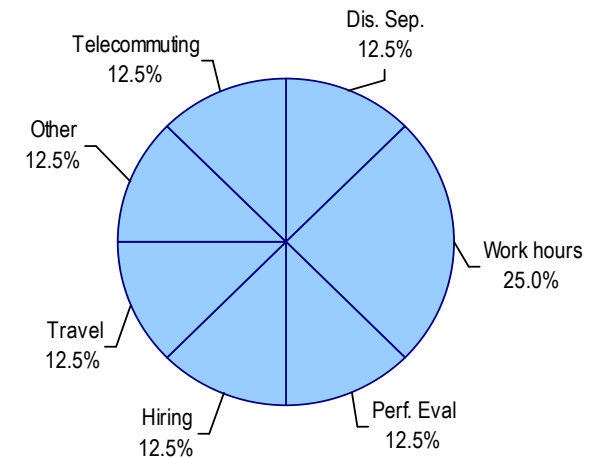Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

Number of Non-Disciplinary Grievances Filed

Total Non-Disciplinary Grievances = 8

Type of Non-Disciplinary Grievances

- Dis. Sep. 12.5%
- Telecommuting 12.5%
- Other 12.5%
- Work hours 25.0%
- Travel 12.5%
- Perf. Eval 12.5%
- Hiring 12.5%

Non-Disciplinary Grievance Disposition*
Outcomes determined during 07/06 through 06/07

- 4 withdrawn after step 2
- 2 modified at step 1
- 1 withdrawn after step 3
- 1 withdrawn after step 1

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Analysis:

- In general, staff issues are being resolved at the onset or in the informal resolution process.

- Modifications were a result of supervisor treating staff inconsistently and not following just cause elements.

- Withdrawals were a result of supervisor following appropriate steps and there was no violation of the contract.

Action Steps:

- Supervisor coaching on just cause elements.

- Supervisor coaching on consistency throughout regions.

Data as of September 26, 2007
Source: DOL Human Resources Office

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Appeals (mostly non-represented employees)

Filings for DOP Director's Review

Time Period = 07/06 through 06/07

0 Job classification

0 Rule violation

0 Name removal from register

0 Rejection of job application

0 Remedial action

0 Total filings

Filings with Personnel Resources Board

Time Period = 07/06 through 06/07

0 Job classification

0 Other exceptions to Director Review

0 Layoff

0 Disability separation

0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Total outcomes = 0
Time Period = 07/2006 through 06/2007

Total outcomes = 0
Time Period = 07/2006 through 06/2007

Source: DOL Human Resources Office

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Worker Safety: Department of Licensing

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported.

Workplace is safe, gives capacity to perform, & fosters productive relations.

Employee time and talent is used effectively.

Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Analysis:

• Injuries experience seasonal peaks at **Q3** from an additional 5 to 14 injuries gradually declining through 2007Q2

• 30% of peaks associated with accidents during driving exams

• Major source of injuries involve joint overextensions/sprains

• All classes of injuries are below HRMR rates

Action Plan:

• Work with Driver Examining management to implement mitigation strategies to increase drive test safety. Possible strategies include:

• Training/written exam portions on inclement weather driving habits and /recognizing hazards

• Establish procedures on the inspection of driving exam routes and identification and labeling of risks

• Training on risk management for testers and drivers

• Enhance safety briefings prior to driver exams

• Training on proper lifting; ergonomics, recognizing hazards

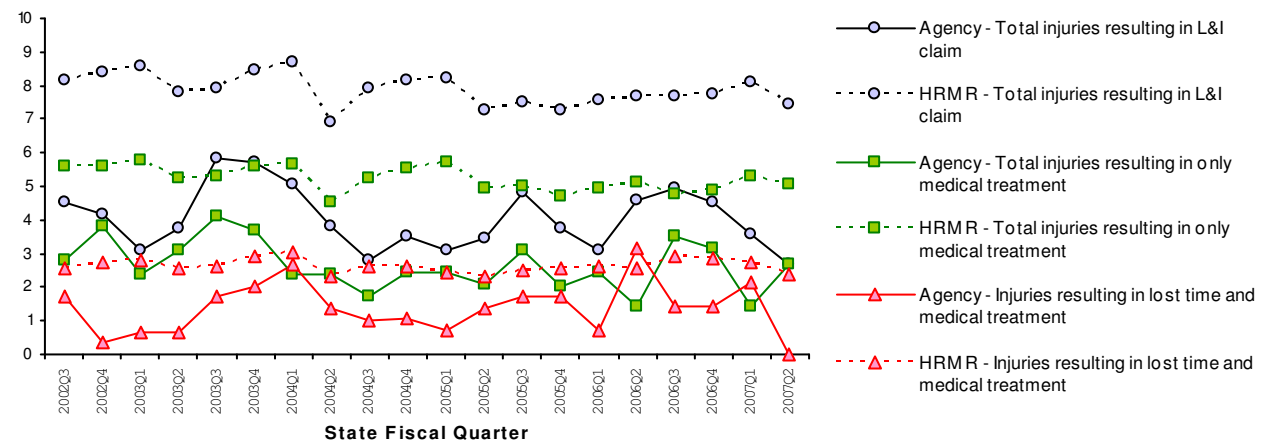• "Time out" (3 min) d/w/m for employee workplace inspections

Allowed *Annual Claims Rate**^:
Agency vs. All HR Management Report (HRMR) agencies

*Annual claims rate is # claims / 100 FTE
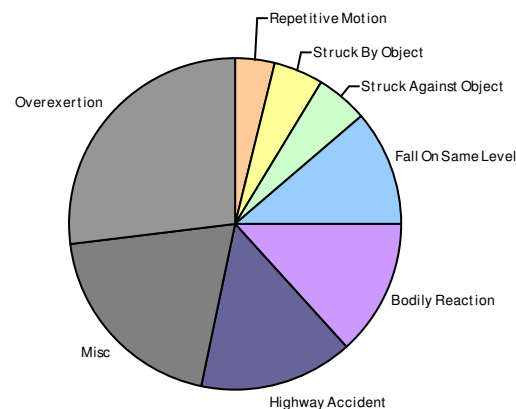
1 FTE = 2000 hours

^Due to natural lag in claim filing, rates are expected to increase significantly over time

Injuries by *Occupational Injury and Illness Classification* (OIICS) event:
For fiscal period 2002Q3 through 2007Q2

(categories under 3% or not adequately coded are grouped into 'misc.')

Oiics Code	Oiics Description	Percent	Number
21	Bodily Reaction	13%	31
13	Fall On Same Level	11%	26
41	Highway Accident	15%	35
-	Misc	20%	46
22	Overexertion	27%	63
23	Repetitive Motion	4%	9
01	Struck Against Object	5%	12
02	Struck By Object	5%	11

Source: Labor & Industries, Research and Data Services (data as of 09/03/2007)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

> **Percent employees with current individual development plans = 92%***

> Total # of employees with current IDPs* = 1115
>
> Total # of employees* = 1212
>
> *Applies to employees in permanent positions, both WMS & GS

Employee Survey "Learning & Development" Ratings

Q5. I have opportunities at work to learn and grow.

Avg

7%	12%	21%	30%	27%

3.6

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

7%	10%	19%	29%	33%

3.9

> **Overall average score for Learning & Development Ratings: 3.75**

Analysis:

- Development plans are typically completed at the time the performance evaluation is completed. Those areas where the senior leaders are highly committed to their completion are the areas where they're getting done.

- A major challenge continues to be balancing staff interest in attending classes with the need to meet business demands.

Action Steps:

- In response to one division assessment, a new approach to technical training is under development.

- Leadership classes continue to stress the importance of developmental plans focusing on more than training classes.

- Continue to promote the availability of training and continued education opportunities.

Reinforce Performance

Current Performance Evaluations

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

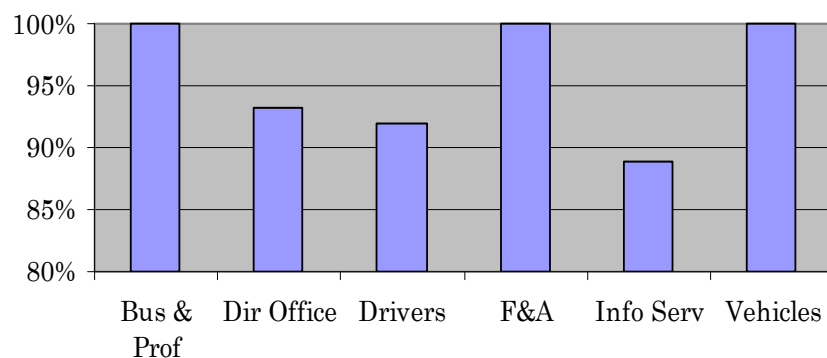Reward and recognition practices (TBD)

Percent employees with current performance evaluations = 95%*

Total # of employees with current performance evaluations* = 1150

Total # of employees* = 1212

*Applies to employees in permanent positions, both WMS & GS

2006 Performance Evaluations Complete

Bar chart showing percent complete by division (y-axis 80% to 100%): Bus & Prof 100%, Dir Office 93%, Drivers 92%, F&A 100%, Info Serv 89%, Vehicles 100%.

Analysis:

- This data reflects the second year that all evaluations were due in the 90-day period of September through November. This has greatly increased our completion rate.

- By using an August to August performance period, we are able to more easily cascade down the agency's strategic plan into individual employees' goals and objectives.

- The completion rate is higher in those divisions in which the division head actively and regularly encouraged supervisors to complete them.

Action Steps:

- This year's evaluations are due November 30, 2007. The Director has established the expectation that all supervisors' evaluations will include comments regarding their efforts toward completion of their staffs' evaluations.

- Steps have been taken to ensure that all senior leaders emphasize evaluation completion within their divisions.

- Begin using new HRMS tracking system to ensure that new employee evaluations are completed.

Data as of 6/2007
Source: DOL Human Resources Office

Reinforce Performance

Employee Survey "Performance & Accountability" Ratings

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
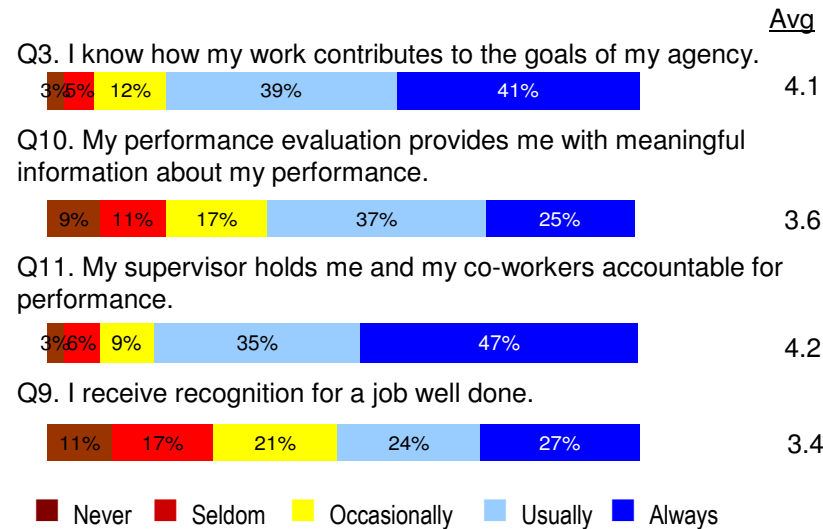
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Avg

Q3. I know how my work contributes to the goals of my agency.

| 3% | 5% | 12% | 39% | 41% | 4.1 |

Q10. My performance evaluation provides me with meaningful information about my performance.

| 9% | 11% | 17% | 37% | 25% | 3.6 |

Q11. My supervisor holds me and my co-workers accountable for performance.

| 3% | 6% | 9% | 35% | 47% | 4.2 |

Q9. I receive recognition for a job well done.

| 11% | 17% | 21% | 24% | 27% | 3.4 |

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for "Performance & Accountability" ratings: 3.8

Analysis:

- Recent work on "recognition" revealed many different definitions and expectations.

Action Steps:

- In leadership classes participants discuss the importance of connecting with employees, showing appreciation and praise where appropriate for their work.

- The HR staff is facilitating team discussions on the how-to of recognizing employee contributions.

- Clarity of expectations set forth in performance plans, as well as "connectivity" with workplace goals, continues to be stressed.

- A logic model was developed to help supervisors connect employee work to public safety.

Data as of 3/2006
Source: DOL Human Resources Office

Reinforce Performance

Formal Disciplinary Actions

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Action Taken
Time period = 07/06 through 06/07

Dismissals	4
Demotions	0
Suspensions	5
Reduction in Pay*	3
Total Disciplinary Actions*	**12**

* Reduction in Pay is not currently available in HRMS/BW.

Issues Leading to Disciplinary Action

- Inappropriate behavior, workplace violence

- Not following procedures, expectations

- Conflict of interest, not following procedures

- Poor performance, internet usage

- Fraud

Analysis:

- Appropriate employee performance management steps are being taken across the agency.

- Formal discipline is taken only in those instances where employee performance does not improve or egregious behavior occurs. In two of the four dismissals, progressive discipline worked since the employees were subjected to a lower level discipline last year and did not improve, therefore, they were dismissed.

- Most supervisors use Employee Relations staff regularly to ensure compliance with best management practices and master bargaining agreements.

- All supervisors are required to attend Employee Performance Management training upon becoming supervisors.

Action Steps:

- Continue efforts to train and coach supervisors to work with problem performance early and often.

- Continue to foster positive and effective relationships with labor representatives so we can partner to help employees succeed.

Data as of 9/26/2007
Source: DOL HR Office

Reinforce Performance

Disciplinary Grievances and Appeals

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
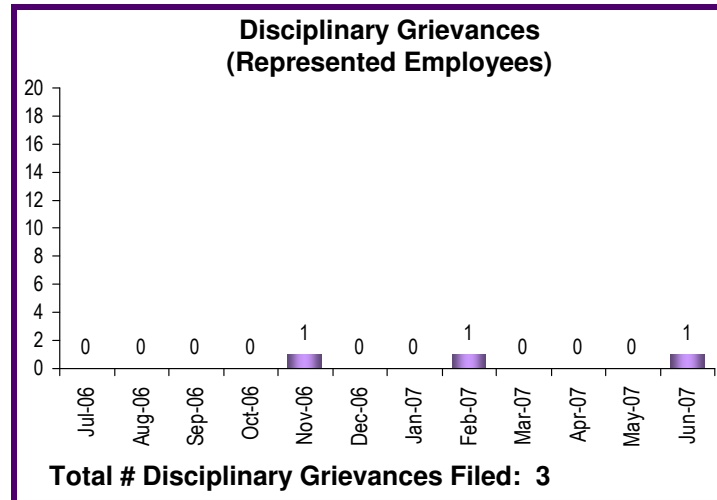
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)

Month	Value
Jul-06	0
Aug-06	0
Sep-06	0
Oct-06	0
Nov-06	1
Dec-06	0
Jan-07	0
Feb-07	1
Mar-07	0
Apr-07	0
May-07	0
Jun-07	1

Total # Disciplinary Grievances Filed: 3

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

Time Period = 7/06 through 6/07

0 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

Time period = 7/06 through 6/07

- Discipline affirmed at agency Director level. Withdrawn at this step.

- Discipline affirmed prior to step 1 meeting. Withdrawn by Union.

- Discipline settled – resigned in lieu of termination.

There were no disciplinary appeals filed for the time period of 7/06 through 6/07.

Hurray!

Data as of 9/26/2007
Source: DOL HR Office

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

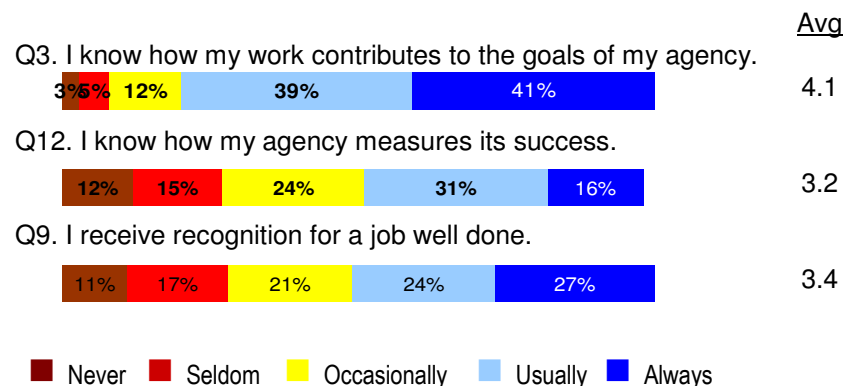**Employee survey ratings on "commitment" questions**

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Avg

Q3. I know how my work contributes to the goals of my agency.

| 3% | 5% | 12% | 39% | 41% |

4.1

Q12. I know how my agency measures its success.

| 12% | 15% | 24% | 31% | 16% |

3.2

Q9. I receive recognition for a job well done.

| 11% | 17% | 21% | 24% | 27% |

3.4

■ Never ■ Seldom □ Occasionally □ Usually ■ Always

Overall average score for Employee Commitment ratings: 3.6

Analysis:

- Efforts over past two years to link employee work to agency success is paying off.

- While staff may understand how their work contributes to the business objectives, understanding how agency success is measured is still relatively unclear.

Action Steps:

- Develop a means to share with staff the overall success of the agency and the factors that will be used.

- Use the logic model to help connect the work of the employee to the success of the unit, program, the agency and in promoting public safety.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures
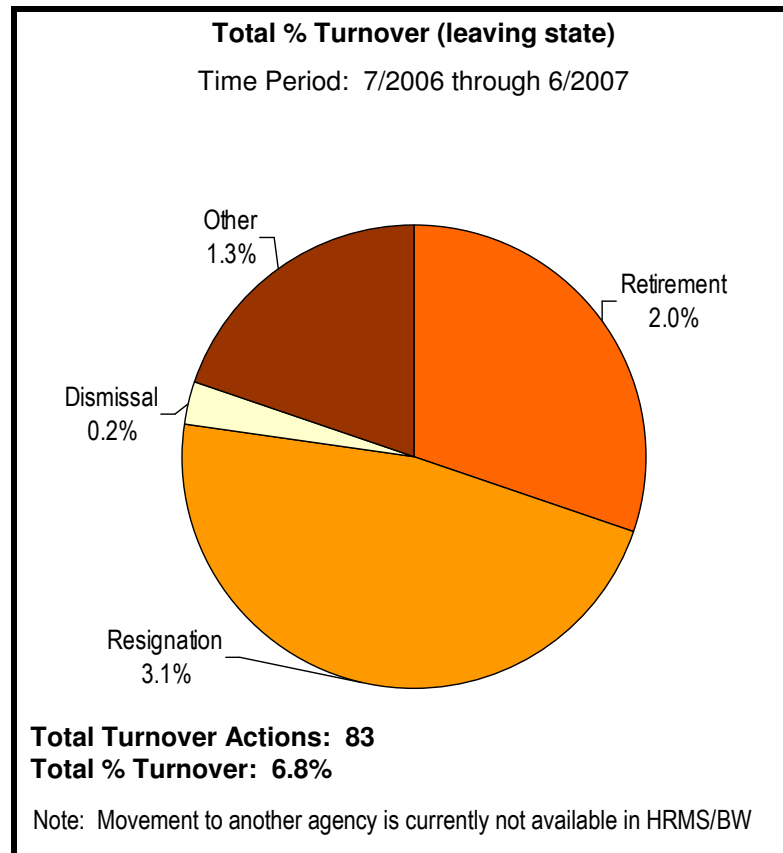
Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Total % Turnover (leaving state)

Time Period: 7/2006 through 6/2007

Other
1.3%

Retirement
2.0%

Dismissal
0.2%

Resignation
3.1%

Total Turnover Actions: 83
Total % Turnover: 6.8%

Note: Movement to another agency is currently not available in HRMS/BW

Analysis:

- 6.8% turnover is an acceptable rate for the agency.

- DOL employees as a whole have an average tenure at the agency of 11 years. Turnover in general is not seen as an agency workforce problem.

- As there are fewer and fewer "Plan 1" employees left in the workforce, retirements, which comprises over 40% of DOL's current turnover, will likely decrease, which may cause stagnation in some areas.

Action Steps:

- Implement an agency-wide exit interview program.

- Seek to track movement to another agency internally.

- Look at key job classes to determine whether turnover is a problem.

Data as of 6/2007
Source: HRMS/BW

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

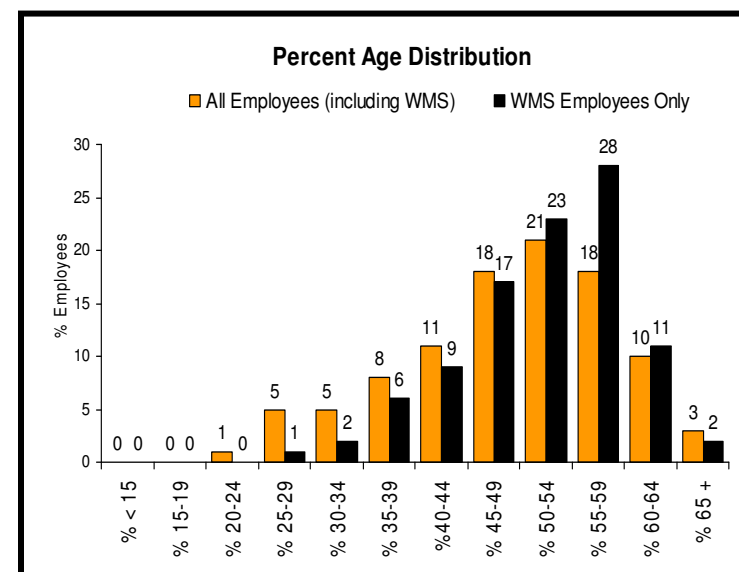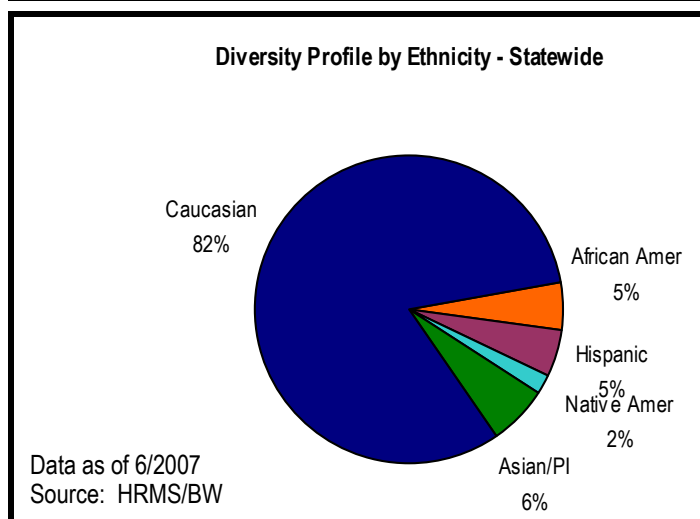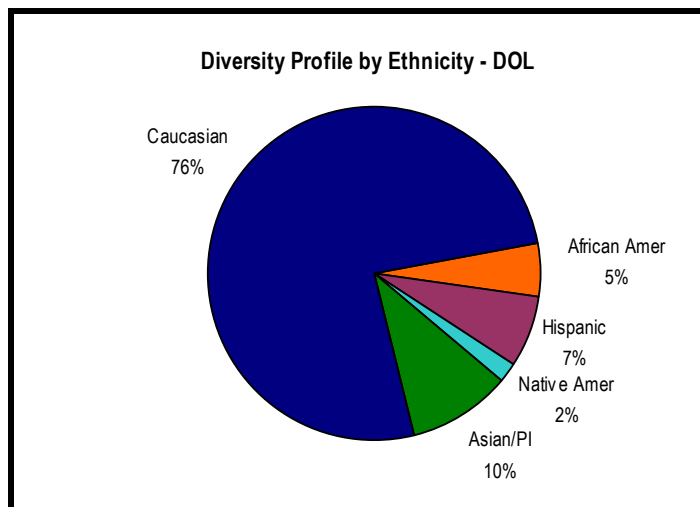Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile

	Agency	State
Female	61%	52%
Disabled	6%	5%
Vietnam Vet	7%	7%
Disabled Vet	2%	2%
People of color	24%	18%
Persons over 40	81%	75%

Percent Age Distribution

Legend: ☐ All Employees (including WMS)   ■ WMS Employees Only

Diversity Profile by Ethnicity - DOL

Caucasian 76%
African Amer 5%
Hispanic 7%
Native Amer 2%
Asian/PI 10%

Diversity Profile by Ethnicity - Statewide

Caucasian 82%
African Amer 5%
Hispanic 5%
Native Amer 2%
Asian/PI 6%

Data as of 6/2007
Source: HRMS/BW

Analysis:

- DOL's overall diversity profile remains strong.

- The agency's Affirmative Action plan was recently updated to reflect more statistically appropriate job groupings and availability calculations. As part of that plan, one of our largest job groups, Licensing Service Reps, were realigned into 3 geographic groups. That realignment showed us a previously undetected underutilizations of several affected groups in Eastern Washington.

- The new plan also showed that unlike many other organizations, DOL is at parity for all people of color in the officials and administrators group, but is underutilized in several areas for the administrative support and skilled labor group.

Action Steps:

- Develop targeted recruitment strategies for underutilized groups, particularly in Eastern Wa.

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